SHIELD IQ

Officer Wellness & Performance — For Departments

The Chief's Book

What Shield IQ is, how it works, what your department will see, and what it will never see — in writing.

Shield IQ LLC · Illinois

By Brandon Rubino Founder, Shield IQ · Active sworn officer

Built by a cop, for cops.

About this book

This book is written for the chief who has to answer for a decision three times: once to command staff, once to the union, and once to a city manager holding a budget. It is written to survive all three readings.

It explains what Shield IQ does for your officers, pillar by pillar. It explains exactly what your department receives in return — aggregate results, under written rules — and exactly what your department can never receive, because we built the product so that we cannot hand it over. It answers the hard questions directly, including the ones about surveillance, unions, participation, breaches, and cost.

Nothing in this book is a promise we cannot keep in writing. Where a number appears in this book, it is either a verified figure of our own or published research, cited to its source — never dressed up as our own track record, and never used to imply results we have not yet produced. Where we do not have a number we can stand behind, we say so.

Hand it to your command staff. Hand it to your city manager. Hand it to your union president. It says the same thing to all of them — that is the point.

Why I Built Shield IQ

My name is Brandon Rubino. I'm a cop. Eight years on the job — patrol first, now the traffic unit. I'm the guy they call when a crash is bad and somebody has to work out exactly what happened, and I teach use of force, Taser, radar, and firearms to the officers coming up behind me. I hold a master's degree in public safety administration. At home I'm a husband and a father of four.

I'm telling you that first because this book has a person behind it, not a company that found a market.

Here's where I was not that long ago. I was carrying about $100,000 in debt. Not business debt, not some disaster that happened to us — consumer debt. Credit cards. Car loans. Student loans. The normal stack, the same one sitting in lockers all over any station house in America. There was no villain and no catastrophe. There was just a slow slide, one payment at a time, until the payments owned the paycheck.

And the debt was only the part you could put a number on. I was tired all the time — the kind of tired that sleep doesn't fix, because the sleep isn't good either. I wasn't training. I wasn't taking care of myself. My family was getting what was left of me after the job and the overtime took theirs, and what was left wasn't much. I was sick and tired of being sick and tired. That's the honest sentence. Everything in this book traces back to it.

Hear that for what it is, coming from me. Before the badge, I was a wrestler — a state champion, and I wrestled at the University of Nebraska. I know training. I know dieting. I know the early mornings, the weight cuts, the discipline of showing up ready. Nobody had to teach me what it costs to be physically ready for work that demands it. And I still slid. That's the point I need a chief to hear: this doesn't happen to officers because they don't know better. A man can know exactly what his body needs and still stop doing it, one shift at a time.

The moment it hit us was when we were sitting there wondering where all the money was going. We were working so many hours and getting absolutely nowhere.

What got my attention, once I started looking honestly, was that I wasn't special. I looked around my own department and saw the same slide everywhere: good officers, the ones you'd pick to stand next to you on a bad call, running on no sleep, carrying the same debt stack, working every overtime shift they could grab to feed it, and calling that normal because everybody around them was doing it too. The job didn't do that to us on purpose. It just never hands you a plan for any of it, and a man left to figure it out alone usually figures it out late.

So we figured it out. My wife and I got on a budget — both of us, all the way in, or it doesn't work. We took every overtime opportunity we could get and threw the extra money at the debt instead of letting it disappear into the month. The fights about money didn't end because the money got better first. They ended when we stopped fighting each other and started fighting the debt. I started training again. I started sleeping like it mattered. Slow is fine. Slow still gets there.

Today we are consumer debt free. We are in the pay off your house phase of our plan. And now we have free time because I don't have to work overtime all the time, our savings is full, and my wife was able to live her dream of being a stay at home mom and care for our kids.

That phase has a name in the program you'll meet in Chapter 8: Clear Title — the sixth stage of the Climb.

Now, why this should matter to a chief, because this page isn't a confession — it's a readiness problem you already have. An officer lying awake in the afternoon running payment math in his head is an officer making slower decisions that night. An officer working every overtime hour in the building to feed a credit card is a fatigue problem with a badge on. And debt is pressure, and pressure is the thing behind the worst headlines this profession produces — every background investigator who asks an applicant about his finances knows exactly why that question is on the form. You can't order an officer out of debt. You can't lecture him out of it in an annual training block. What you can do is put a real plan in his pocket, built for the shift he actually works, that he doesn't have to ask anybody's permission to use.

That's what I built. I want to be straight about how, because it matters to the credit and it matters to whether you trust it: I'm not a programmer. I didn't write the code. I built Shield IQ the way you build anything in this profession — I knew what it had to do because I had lived what it had to fix, I directed the people and the tools that built it, and I checked every piece of it the way you'd check anything with your name on it. A cop built this. Not a software company that hired a consultant with a badge.

I built it because I wanted to change officers' lives. That's not a slogan; it's the whole reason. I know what the road down costs, because I drove it. I know the road back is real, because I drove that too. If this program hands one officer the plan I had to build for myself — at the start of the slide instead of the bottom of it — so he never has to go down the road I did, then it did what it exists to do.

And the goal for that officer is bigger than getting him out of a hole: a man who retires with millions — built over a career of smart money decisions he made with the Climb: debt gone, house paid off, and the pension he earned behind him.

The next chapter is my letter to you, and the rest of the book is the case in full: what the program is, what your officers get, and what your department will see and never see. This page is just the part that comes before all of that. Why there's a book at all.

— Brandon Rubino Founder, Shield IQ Active sworn officer

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1. A Letter from the Founder

I'm a cop. I built the app I wish someone had handed me when I started.

Nobody gives you a plan for this job. Not for the sleep that midnights tear up. Not for the overtime math at the kitchen table — how much is enough, how much is too much, what it's actually doing to the pension and the debt. Not for the weight that creeps on a year at a time when the gym window keeps losing to the shift. Not for the stress you swear you left in the locker room and then carry through your own front door.

You figure it out alone, or you don't figure it out at all. I watched good officers — good cops, the ones you want next to you — quietly run themselves into the ground on all four of those fronts at once, while every program the profession offered them was either a poster in the hallway or a lecture they had to sit through on their own time.

Shield IQ is the coach, the plan, and the backup I never got. It is built around the shift, because that is the life. It works at 3 a.m., because that is when the job is hardest. And it is built so your department can stand behind your officers without standing over them: the department sees the results, never an officer's business.

I'm a father, too, and I'll say the quiet part plainly: this job takes enough from our families. The rested, squared-away officer who comes home present is worth more to a department — and to a family — than any piece of equipment we issue. Wellness isn't soft. It's the longest game there is in this profession: the officer who's still standing, still sharp, still glad they stayed, in year twenty.

One more thing, because it shapes everything after this page: I did not set out to build an app, and I don't want you to buy one. Apps get downloaded and forgotten. What I set out to

build — because it's what I needed and never got — is a *program*: a curriculum with a coach behind it, running every week of an officer's career. Shield IQ is that program, and Shield is the coach. Your department's part is different from ours, and I'll be precise about it all the way through this book: you sponsor the program, you encourage it, and you see its results. You never coach your officers through it, and you never, ever monitor them with it. That division isn't a limitation of the product. It's the reason officers will trust it — and trust, in this line of work, is the whole ballgame.

If you run a department, this book is my case — made in full, in writing, with the hard parts included. Read the privacy chapter twice. It's the chapter everything else stands on.

— Brandon Rubino Founder, Shield IQ LLC *Built by a cop, for cops.*

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2. The Mission

Shield IQ is a legitimate, structured officer wellness program — and Shield is the coach.

That sentence is the spine of this book, so it is worth being exact about each part of it. It is a *program*: a defined curriculum with a structure, a sequence, and a standard — not a pile of features an officer wanders through alone. *Shield is the coach*: the coaching relationship runs between the officer and Shield IQ, the way it runs between an athlete and the coach the team provides. And the department's role is the third leg: **the department sponsors the program and sees its aggregate results. The department is never the coach, and never the monitor.** That division of roles is not a marketing posture. It is the condition the program's trust rests on, and it is the arrangement this book will return to in every chapter.

The program exists so that officers are coached daily, in private, across the four fronts where this job does its damage — sleep, body, money, and mind — and so that departments can see whether the program is being taken up — participation and group trends — without ever seeing an individual officer.

Three commitments hold that mission up:

First, the officer is the customer in the room. The department pays. The officer is who we protect. Every design decision in this book is made from that rule, and where the department's interest and the officer's privacy ever pull in different directions, privacy wins — because a wellness program officers don't trust is a wellness program that doesn't work, and the department's money is wasted with it.

Second, the department gets results it can defend. Not anecdotes. Not a vendor's say-so. Participation and group trends, produced under a written reporting floor, in a form a chief can put in front of a city manager without hedging. Aggregate-only is not a limitation we apologize for; it is the mechanism that makes honest numbers possible, because officers use the program truthfully only when they know their entries can never be traced back to them.

Third, every number we publish, we can prove. A number that isn't verified doesn't ship — not in the product, not in this book, not in a report. Where we test, we say how we tested. Where we don't know yet, we say that too.

Shield IQ is a program, not an app. The app is how officers reach it. What a department actually buys is a standing system of coaching for its people, and a standing, trustworthy way to know it's landing.

What sponsorship means, practically. Sponsoring departments do three things. They *provide* the program — they pay for it, announce it, and put their name behind it, the way a department provides any professional support it believes in. They *encourage* it — a chief and command staff who mention the program the way they mention training or peer support, without tracking who responds. And they *read the results* — the aggregate reporting this book describes, and nothing more. Sponsors do not assign workouts, do not review check-ins, do not set individual goals, and do not receive individual information. That restraint is not the department doing less than it could. It is the department doing the one thing that makes coaching possible: funding it and trusting it, in writing.

3. The Problem: Four Fronts, One Officer

Ask a room of chiefs what is wearing their people down and you will not hear about one thing. You will hear about four, and they are connected.

Sleep. Rotating shifts, midnights, court after a night tour, overtime stacked on the short side of the rotation — police sleep is broken by design of the schedule, not by weakness of the officer. Tired officers make slower decisions, drive worse, train less, and recover from everything more slowly. The screening numbers say the schedule wins more often than the officer does. In "Sleep Disorders, Health, and Safety in Police Officers" (Rajaratnam et al., *JAMA*, 2011) — a screening of 4,957 officers in the United States and Canada — 40.4% screened positive for at least one sleep disorder: 33.6% for obstructive sleep apnea, 6.5% for moderate-to-severe insomnia, and 5.4% for shift-work disorder. Screened positive is not a diagnosis; it is a screening result saying *look closer*, returned at a scale no chief can wave off. Officers also sleep less than they think they do: in a cohort of 257 Buffalo officers wearing wrist monitors, measured sleep averaged 5.7 hours against 6.1 hours self-reported (Ma et al., 2013). Federal survey data draws the same picture in one line: 42.2% of law-enforcement workers reported sleeping less than seven hours, against 36.5% of all workers (CDC, *MMWR*, 2017). Every veteran in the profession knows the shape of this problem from the inside; the point here is that nobody coaches officers through it. They are told sleep matters and left to solve shift-work sleep alone.

Body. The job is physical in bursts and sedentary in stretches: hours in a car, then thirty seconds that matter. Fitness fades gradually — a year of missed workouts at a time — and it fades fastest exactly when the schedule is worst. Generic fitness programs assume a 9-to-5 life, a predictable week, and a gym at a normal hour. Officers have none of those. And one honesty note, because this book will not invent a number to fill a gap: there is no verified national figure for the share of officers below a fitness benchmark — standards vary by agency, and no national study measures officers against a single one — so this

book does not print one. What federal data does measure is weight. In a CDC/NIOSH analysis of national health survey data (NHIS, 2004–2011), 38.2% of non-Hispanic white male law-enforcement workers were classified as obese (Gu et al., 2014). That figure covers one large slice of the workforce, not all of it; read it as a floor of concern, not a census. Programs built for civilians fail officers quietly, and officers stop opening them.

Money. Overtime is the raise that costs you your life an hour at a time. Officers carry debt, juggle details and court pay, and make pension decisions with decade-long consequences — usually without a plan, and usually advised by whoever is standing at the next locker. Financial stress is not separate from wellness; it sits in the same head, on the same shift, as everything else. Oklahoma measured it directly. In a fall 2024 statewide wellness assessment conducted by Oklahoma State University's Center for Family Resilience and the Oklahoma First Responder Wellness Division — 1,166 first responders surveyed in September through November 2024, 82.2% of them law enforcement — 60.9% of respondents picked financial stress as an issue impacting first-responder wellness, the third most-chosen of the six issues offered, and 54.0% asked for access to financial-wellness classes. A chief cannot see this on a balance sheet, but it is present in every sick call and every resignation conversation.

Mind. The profession carries cumulative exposure to the worst days of other people's lives, on top of ordinary life stress, on top of the particular pressure of doing it all under scrutiny. The support structures exist — peer teams, EAP, chaplains, crisis lines — but they live in binders and business cards, and they are hardest to reach at the exact moment they are needed. The profession's own counting shows how much of this front stays invisible. In 2017, the U.S. Department of Justice reported that more officers died by suicide than were fatally shot in the line of duty — more than three times as many. And even that count rests on almost no reporting: in 2022, only 22 of the nation's more than 18,000 law-enforcement agencies reported to the FBI's Law Enforcement Suicide Data Collection at all. A profession that cannot count a loss cannot see its size — which is why this book prints the

sourced comparison and the state of the counting, and nothing it cannot source. The gap is rarely the existence of help. The gap is the distance between an officer at 3 a.m. and the help that exists.

What departments have tried. None of this is lost on chiefs, and most departments have not been idle. The record of effort is long: the wellness poster in the hallway. The annual training block — an hour on resilience wedged between legal updates and range day. The EAP contract, faithfully renewed, whose number almost nobody can produce at the moment it matters. The gym stipend that goes to the officers who were already training. The peer support team, well-chosen and well-trained, waiting for officers to walk through a door that feels, to a proud officer, like an admission.

Each of these fails in the same place: not in intention, and not even in content, but in *distance and rhythm*. A poster is not there at 3 a.m. An annual lecture does not survive contact with a rotation. A benefit an officer must go find, during the worst week of the year, in a way that might be visible to others, will be found late or not at all. What officers have never been offered is the thing every other serious profession takes for granted: a standing program with a curriculum, a coach, and a weekly rhythm — present daily, private by rule, and built for the schedule they actually work. That is the standard a modern department sets for its radios, its vehicles, and its training in every other domain. Its people's readiness deserves the same seriousness.

Four fronts, one officer — and until now, no single program that coaches all four around the reality of shift work, in private, with the department able to see the program's uptake in aggregate. That is the gap Shield IQ was built to close.

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4. The Program at a Glance

Shield IQ is organized into four pillars — the four zones an officer works in the app:

- **Sleep** — a sleep plan built around the officer's actual schedule: shift-aware targets, wind-down and wake guidance, and coaching that treats the rotation as a fact, not a flaw.
- **Body** — training from a library of more than 5,250 workouts and plans: strength, tactical fitness, conditioning, mobility, and recovery, assembled into a week that fits the officer's shifts, equipment, and time.
- **Mind** — daily self-check-ins, stress-management tools, and one-tap access to support: post-incident resources, peer support, and the crisis lines in Chapter 15.
- **Money** — budgeting that understands overtime and detail pay, a debt-payoff plan the officer builds and owns, and pension-aware planning tools.

The four pillars are the program's curriculum. Like any curriculum worth the name, it is sequenced rather than dumped. An officer's first days in the program are for settling in: entering the schedule, setting starting points in each pillar, and letting the coach build the first honest week. From there the program runs on a weekly rhythm — the week is planned, lived, and reviewed — and the curriculum progresses: training loads build in structured steps, the sleep plan tightens around the officer's real patterns, the debt plan works its sequence, and the running plans advance distance and quality the way sound coaching advances them. Officers are not expected to fix four fronts in a month. They are coached through them in an order and at a pace a working officer can actually sustain — which is what separates a program from a library with a login.

Across all four sits **Stone, the coach**: each officer enters their schedule, and Stone builds the week around it — training days placed where they can actually happen, sleep guidance matched to the rotation, check-ins timed to the officer's day rather than a banker's calendar.

The coach is Shield IQ's, working for the officer. The department's part in this machinery is to sponsor it and to read its results — full stop.

What the department sees is described in full in Chapters 12, 13, and 17, and it can be summarized in one sentence: *Shield IQ coaches your officers. Your department sees the results.* Results means participation, reported in bands, and group trends, produced only when at least 11 verified officers have contributed to them. It never means a name, a list, or a look inside anyone's account.

The next four chapters take each pillar in turn: what it is, how an officer actually uses it, and — stated plainly in each — what the department sees of it.

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5. Pillar One — Sleep

What it is. A sleep program built for shift work. Most sleep advice assumes a life that goes to bed at night. Officers coming off midnights, flipping to days for court, or sleeping in two blocks around family obligations need a plan that starts from the schedule they actually have. Shield IQ's sleep pillar begins there: the officer's rotation is the input, and the plan is built around it — when to sleep, how long, how to wind down after a tour, and how to handle the turnaround days that wreck every good intention.

How it works in the app. The officer sets their schedule and receives a sleep plan matched to it: target sleep windows for work days and off days, guidance for the first sleep after a night tour, and practical adjustments for court days, overtime, and shift flips. A simple daily rhythm — a short morning reveal of how the night went, against the plan the officer set — keeps the officer oriented without homework. Over time, the coaching adjusts to the patterns the officer's own entries show: which nights run short, which turnarounds cost the most, and the smallest change that buys back the most rest.

Why a department should care. Sleep is the front where fatigue quietly turns into risk: in the car, in training, in judgment. A department cannot order officers to sleep better, and it

cannot see their sleep without destroying trust. What it can do is put a real plan in every officer's pocket and know, in aggregate, whether officers are taking it up. That is exactly the shape of this pillar.

How the curriculum progresses. Sleep coaching is staged, because no officer fixes a rotation in a week. The first stage is simply establishing protected sleep windows that survive the current schedule. The second is defending the most valuable sleep in the rotation — usually the block after a night tour — with a wind-down routine the officer will actually follow. The third is the turnarounds: court days, flips, and overtime collisions, planned for in advance instead of absorbed. The coach advances an officer when their own logged patterns show the current stage holding, and holds the stage when life says otherwise. Progress here is measured in consistency, not perfection.

What the department sees. Nothing about any individual officer's sleep — ever. At most, and only when the 11-officer reporting floor is met, sleep appears inside the program's group-level trends: that the group is engaging with sleep plans and how group patterns move across a reporting period. An individual officer's sleep entries, windows, and scores are theirs alone. (The full reporting rules are in Chapter 13.)

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6. Pillar Two — Body

What it is. The training pillar: strength, conditioning, mobility, and recovery coaching drawn from a library of more than 5,250 workouts and plans, assembled into training weeks that fit an officer's schedule, equipment, location, and available time — including the twenty-minute window between a tour and a family obligation, and the garage with a rack and a pair of dumbbells.

How it works in the app. The officer enters their schedule and what they have to train with. Stone builds the week: harder sessions placed where recovery is possible, shorter and lighter work around the heavy tours, mobility and recovery treated as training rather than an

afterthought. Officers can follow the plan, swap a session that doesn't fit the day, or log training they did on their own — the program counts real work done anywhere, not just workouts performed inside the app. Running has its own chapter in this book (Chapter 11); it lives in this pillar and is where many officers start.

Why a department should care. Fitness is readiness in the most literal sense, and it is also the first casualty of a bad month. A program that adapts to the shift is built for the hard rotations, instead of asking officers to follow a plan built for a life they don't have. Departments get a benefit no gym stipend provides: a coherent, coached standard that every officer — patrol, detectives, command — can follow at their own level.

How the curriculum progresses. Training in Shield IQ is periodized the way real coaching periodizes: officers work in training blocks, each block building deliberately on the last — a base established, load progressed in planned steps, recovery weeks treated as part of the plan rather than weeks off from it. An officer returning from injury or a long layoff starts at a return-to-training level and progresses from there; an officer preparing for a fitness test or an event follows a plan that peaks toward the date. The coach's job across a block is the oldest job in coaching: the right work, in the right order, at the right dose for this officer's schedule and state — and a plan that survives contact with a real rotation.

What the department sees. Participation and group trends only, under the same floor: counts of officers training, group-level movement across a period. Never who trained, what they lifted, what they weigh, or how any individual performed. There is no leaderboard shown to the department, no ranking of officers, and no fitness data attached to any name — by construction, not by policy setting.

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7. Pillar Three — Mind

What it is. The mental-wellness pillar: a private place for an officer to check in with themselves, practical tools for stress on and off duty, and — most importantly — the

shortest possible distance between an officer and real help. This pillar holds the app's self-check-ins, its stress-management content, its resources for the aftermath of hard calls, and the GET HELP door described in Chapter 15.

How it works in the app. Officers can make a brief daily self-check-in — a moment of honest stock-taking that belongs to them alone. Around that sit tools for the predictable hard parts of the job: winding down after a bad tour, sleeping after a critical incident, carrying a hard season. Peer support is treated as built-in rather than bolted on: the department's own peer team, EAP, and chaplain contacts can be listed inside the program by the department, so an officer finds them in one tap instead of in a binder. And the national crisis lines verified for this work sit one tap away at any hour — see Chapter 15 for the list and the rules that govern it.

Why a department should care. Every chief already funds the components of officer mental wellness somewhere — an EAP contract nobody can find at 3 a.m., a peer team whose number lives on a corkboard. This pillar gathers that support into the place officers already open daily, and it does so under the strictest privacy rules in the product, because nothing kills a wellness tool faster than the suspicion that using it creates a record somewhere.

How the curriculum progresses. This pillar's progression is quiet by design. It begins with the simple habit of the check-in — an officer learning to take their own measure honestly. It builds toward the officer recognizing their own patterns: which tours cost the most, which weeks stack up, what actually helps them reset. Along the way, the program stages its resources so an officer meets them before a crisis rather than during one: the peer team's names, the EAP's door, the chaplain, the lines in Chapter 15 — familiar in advance, reachable in one tap when needed. There is no completion state and no score to chase. The progression is from *support exists somewhere* to *support is known, near, and unremarkable to use* — which is where a department wants its culture anyway.

What the department sees. The least of any pillar, deliberately. Mind entries are never reported in any form — not individually, and not sliced into small-group detail. Crisis-line taps are not logged by us at all: if an officer taps a help line, we do not see it, record it, or report it, and no one will ever learn of it from us. What a department sees from this pillar is, at most, that the program's wellness resources exist and are being provided. Utilization of help is not a metric we produce.

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8. Pillar Four — Money

What it is. Financial coaching built for police pay: overtime and detail income that swings month to month, a pension with decisions that echo for decades, and debt that accumulates quietly during the years when the overtime feels endless. Most financial tools assume a salary that arrives in equal installments and a retirement account the user manages alone. Officers live differently, and this pillar is built for how they actually live.

How it works in the app. The officer can build a budget that treats overtime honestly — separating the base pay that is guaranteed from the extra income that isn't, so the household runs on what is certain and the extra goes where the officer decides: debt, savings, or breathing room. A debt-payoff planner lets the officer lay out what they owe and work a structured payoff plan at their own pace. Pension-aware planning tools help the officer see the long picture — what the pension is building toward, what overtime does and doesn't do to it, and how the years stack. For officers who want account-level visibility, bank connections are available, read-only, through established banking-connection services; Shield IQ never sees or stores an officer's bank login, and the officer can disconnect and delete at any time.

Why a department should care. Financial stress follows officers onto the shift. It is in the background of fatigue (the extra detail taken instead of sleep), of morale, and of retention decisions made at kitchen tables. No department can or should manage an officer's money.

What it can do is put serious tools — designed for police income rather than against it — within reach, privately.

The sequence has a name: the Climb. Money coaching runs as one named program, because officers' finances have an order of operations — and a program an officer can name is a program he can stay on when a month goes sideways. The Climb is that program: seven stages, each with a job to do and a finish line the officer can see. Wherever an officer starts, he always knows three things — where he stands, what he is working on, and what done looks like. Stone keeps the current stage in front of him until it's solid. The program has a goal, stated plain: an officer who retires with millions — built over a career of smart money decisions made with the Climb: debts gone, house paid off, and the pension he earned.

- **Basecamp.** The starter reserve. Before anything else is attacked, a cash cushion goes in place — $2,000, flat, the same for every officer: one number a man can hold in his head and aim at. While it builds, the essentials are protected first — food, utilities, shelter, transport are covered before any program math runs — and minimums stay current on every debt. What the officer is doing here is buying the plan its footing. What finishing looks like: the full $2,000 sits in place, and the first surprise of the year — a transmission, a water heater, a kid's broken arm — gets paid in cash instead of going on a card and restarting the problem. If the cushion ever has to be spent, the program drops back to Basecamp by rule and rebuilds it before anything else moves.
- **The Roll.** Every debt except the mortgage, worked smallest balance first: minimums on everything, every spare dollar on the smallest balance, and each freed payment rolling whole into the next debt until the list is gone. What the officer is doing is fighting one target at a time instead of spreading himself thin across all of them. Smallest first is a deliberate choice, and Stone is straight about what it is: not the order that saves the most interest on paper, but the order that finishes. At setup — once, and only once — Stone shows the officer, in his own dollars, what that order

costs against the fastest mathematical order, and then runs the plan the officer chose without bringing it up again. Balances a man can watch disappear are what keep him on the plan in month nine. Two kinds of trouble jump this queue by rule, ahead of the smallest balance whatever its size: legal trouble — a garnishment, a judgment — and tax debt, because both can reach into a paycheck directly. And before an extra dollar goes to a federal student loan, the program checks whether that loan is headed for public-service forgiveness; extra payments on a loan that will be forgiven are wasted money, and Stone says so once, with the officer's own numbers. Finishing the Roll is the day the last non-mortgage balance hits zero — a date the program tracks, and recomputes honestly as life happens.

- **The Push.** The Roll has a posture, and it runs through Basecamp and the Reserve as well: the Push, a defined season of intensity. Overtime, details, and windfalls are aimed at the current stage by rule; discretionary spending is squeezed to what the officer himself approved. The Push has a computed end — it is intensity a man can sustain because he can see where it stops, not a permanent way of living. And it has a floor. Overtime gets priced against sleep before more of it gets blessed: extra shifts bought with nights an officer doesn't have aren't progress, they're a readiness problem wearing a pay stub. When the floor breaks, Stone's word is to protect the nights and restate the plan at the lower pace, with no guilt attached. No new debt during the Push — an officer who reaches for a card hears, in plain terms, what it does to the Roll and to the date.

- **The Reserve.** With the consumer debts gone, the starter cushion is built into a full emergency fund: months of the household's essential expenses, figured from what the household actually spends to live — not from gross pay — and toward the deep end for a one-income family or an officer whose pay leans on overtime. What finishing looks like is quiet: an injury, a furlough scare, a blown engine becomes an

inconvenience instead of a spiral, because the household can absorb it without a card and without a desperate overtime grab.

- **The Build.** Retirement saving runs at the program's standard: the pension contribution and the extra investing — deferred compensation, a Roth, the vehicles an officer's own plan offers — counted together, landing between 15% and 17% of gross pay. Fifteen is the floor; 17% is the mark. An officer whose pension takes about a tenth of his pay adds roughly seven percent more of his own to get there. It is planning arithmetic, shown against the officer's own finish line, and the pension is the foundation of it, never the finish line. Two rules here do not bend. The mandatory pension contribution and any employer match are never paused, reduced, or treated as spare money to speed the climb; a skipped match is a raise handed back. And Stone does no investing and gives no investment advice — no fund picks, no return figures. The recommendation behind the program is mine, and it is plain: I recommend the extra investing go into diversified mutual funds, bought and held for the long term — good growth funds. Not individual stocks. Not crypto. Stone's job is to make the long picture visible early enough for decisions to matter.

- **The Launch.** The kids' arcs: college and launch costs planned as goals with dates and numbers attached, in their proper place — after the household's own foundation, never instead of it. An officer with no kids, or kids already launched, skips this stage without friction, and when dollars compete, the Build outranks it. A child does not get launched on a foundation that cracks.

- **Clear Title.** The mortgage, paid off early on a schedule the officer can watch: extra principal in the plan, run on his actual loan terms, with both sides of the math shown — what the saved interest costs in flexibility along the way. Finishing it is the day the house is his outright, and it changes every number downstream of it.

- **Legacy.** The last stage: wealth that outlasts the career, and giving with intention. It runs as goal arcs and cash-flow tracking — what is being built, what it is for, who it

is for. The investing itself belongs to professionals; Stone tracks the plan and keeps it in front of the officer like every other stage.

The stage is computed, never declared. Stone works out where an officer stands from his actual numbers — balances, savings, debts — the same discipline as every other figure in this book. An officer can pull the thread and see the figures that placed him, and he can correct the record if something in it is wrong. What he cannot do is announce his own stage, and Stone cannot announce one for him. When the numbers cross a line, the stage changes — and the change is announced as the earned event it is. A balance dying, a stage turning: those are milestones, marked in the officer's brief, because officers stay on programs that notice when they win.

Order, arcs, and holds. The first three stages are strictly sequential — each is finished before the next begins; that discipline is the program's power. The upper four run as goal arcs and may overlap, the way real households actually do them — an officer funds a kid's launch and works on the mortgage in the same years. And the Climb has holds as well as stages: an injury, a blown month, a family emergency puts the program on hold by rule — minimums paid, Basecamp protected, no guilt and no streak talk — and it resumes by the same rule when the officer is back. A hold is a state, not a failure. Officers move at their own speed; Stone's job is to keep the stage, the target, and the next step in front of them until each one is solid. None of it is reported anywhere (see below) — an officer's willingness to be honest in this pillar depends entirely on that.

What the department sees. Nothing. This pillar has the hardest line in the product: what an officer does with budgeting, overtime, debt, or pension tools is never reported to the department in any form — not individually, not in aggregate slices, not as a participation subtotal broken out for inspection. Money is present in the program because officers need it there. It is invisible to the department because officers would not use it any other way.

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9. The Training Library, the Coach, and the Squad

The library. Shield IQ's training library holds more than 5,250 workouts and plans: strength work, tactical fitness, conditioning, mobility, and recovery, across levels from an officer returning after injury or years away to an officer training for a specific test or event. The library exists so that the plan is never the same generic week repeated; it is the raw material the coaching draws on, and it is deep enough that an officer can train with Shield IQ for years without the program running dry.

The coach has a name: Stone. A library alone is a shelf. What officers actually use is the coach, and in Shield IQ the coach is one presence across the whole program — training, sleep, recovery, and money — not a separate feature bolted onto each pillar. His name is Stone. An officer doesn't open four tools and a dashboard; he opens the app and his coach is there, already knowing his rotation, his last night's sleep, his training week, and where his money stands. Everything else in this chapter — and much of this book — is what Stone does with that knowledge.

He works from the officer's own file. Everything Stone coaches from comes from the officer's real data: the rotation and the week ahead, sleep and wearable readings, training done and planned, the money picture the officer keeps in the app, the calendar events that change a day. Every fact he uses carries its source and its date, the way a good coach's notes do. If a reading is stale, he says so rather than quietly coaching off it. If he doesn't have something, he asks — sparingly, the way a coach asks, never as an interrogation — or he says plainly that he doesn't know yet. A new officer's Stone starts honestly: the first nights are described, not judged, and no claim about what is "normal" for that officer is made until his own baseline exists to measure against.

Every number he speaks is computed. None is invented. This is the discipline the whole program is built on, and it is worth stating exactly. Stone does not estimate a figure and present it as fact. The arithmetic — sleep debt, training load, debt payoff dates, the cost of an overtime shift in dollars and in recovery — is worked out from the officer's own records

first, and Stone puts it into words. If a number cannot be produced from the officer's data, it does not appear, and Stone says what he would need to know instead. Officers have finely tuned detectors for being managed; a coach caught inventing one number has lost the room for every number after it. Stone's figures can be checked against the officer's own file at any time, because that is where they came from.

The morning brief. The officer's day opens with Stone's read, in a few sentences: how last night went against the plan, what today calls for, and — on the days it matters — the one money line worth hearing. It is a coach's brief, not a wall of scores. The scores still exist, one tap down, as the evidence under the brief; an officer who wants the why can always pull the thread and see the working. When the night was bad, Stone's tone changes with it: shorter, quieter, aimed at getting through the day rather than performing for it.

He builds the plans — all of them. The training week is built from the library around the rotation, the way this chapter described before Stone had a name:

- Training sessions are placed on the days they can actually happen, at the length the day allows.
- Hard work and recovery are balanced against the rotation, not against a Monday-to-Friday template.
- Sleep guidance, check-ins, and training live in one plan, because in an officer's life they are one problem.
- When the week blows up — and it will — the officer adjusts the day, and Stone rebuilds rather than scolding. A missed session is information, not a failure state.

The same building runs in the other pillars: a sleep plan that recomputes around court mornings and turnaround days; a debt plan — the Climb of Chapter 8 — that works smallest balance first and shows the officer, once and in his own dollars, what that order costs against the fastest mathematical order — then runs the plan he chose without relitigating it. Plans land where plans belong in the app — a session Stone builds appears in

the officer's training week, in the same layout as every other session — because a plan that lives only in a conversation is a plan that dies there.

He reads across the pillars, because officers live across them. The judgment a human coach earns his pay on is the trade-off, and that is where a single coach for the whole file matters. Stone can say the thing no single-purpose app can: that overtime shift puts real money on the card and moves the debt-free date eleven days closer — and, on two short nights of sleep, it also costs Thursday. Worth it this week, with a day off behind it. Not worth it next week, in the middle of a night block. Both sides priced from the same officer's actual numbers, in one sentence, leaving the decision where it belongs.

Big changes are the officer's to approve. Stone proposes; he does not presume. Rebuilding a plan beyond small adjustments, setting or moving a budget, acting on a goal — each arrives as a plain statement of what would change, what it costs on both sides, and how it can be undone, and it happens only on the officer's word. A declined proposal is final until the facts change; Stone does not nag it back onto the table. Recording what the officer himself states — hours worked, a meal, a weigh-in — takes no approval at all, just a receipt and one-tap undo. The line is the line a good coach walks: initiative on the small things, permission on the big ones.

His memory belongs to the officer. Stone keeps a notebook — what he knows about the officer, the plans in force, what he advised and what came of it. It is open. The officer can read every line of it, correct what is wrong, and delete what he doesn't want kept, the way he would with any professional who works for him. Nothing about Stone's memory is a black box the officer has to trust; it is a file he owns and can inspect. That openness is deliberate, and it is also department policy in miniature: a program that asks officers to trust it with their sleep, their stress, and their finances should be able to show its work.

He will say don't train. A coach who agrees with everything is a mirror, not a coach. When the file says an officer is running on fumes — sleep debt stacked across a night block, load spiking, readiness in the bottom band — Stone says rest, and says it as plainly

as he says train. When an officer is hurt, training converts to what protects the area and the comeback is pre-built for the day he's cleared; Stone never progresses a load against a warning sign and never interprets a symptom. There are questions outside a coach's scope, and Stone treats them that way.

When it's beyond coaching, he hands off to humans. If an officer's own words or pattern point past wellness into crisis, Stone stops coaching. What he offers is one steady line and the real doors: peer support, the department's EAP, a chaplain, a clinician, 988. He does not counsel, he does not diagnose, and he does not pretend a wellness app is the right tool for that moment — Chapter 15 covers the same ground from the department's side. A program that knows where its competence ends is a program a chief can put in front of a department.

What the department gets from Stone. Exactly what this book's doctrine promises, and nothing more: the group's movement over time, in bands, above the reporting floor — readiness and sleep trends, participation levels. Stone's coaching itself — the briefs, the plans, the notebook, the conversations — belongs to the officer and is never department data in any form. Money never enters department reporting at all, and neither does anything about an officer's family. And any officer can open, inside his own app, the very view his department receives of the program: the same screen, the same bands, the same wording — with his name and his data nowhere on it. We call it the transparency mirror, and we built it because "trust us" is not an answer an officer should have to accept.

Watch him work before you buy anything. Reading about a coach is like reading about a dog trainer; the proof is watching him with an actual dog. That is what the pilot in Chapter 16 is for: thirty days of Stone coaching your own officers — volunteers, under the full privacy doctrine — while you watch the program the way a department is meant to: through the participation and group results it produces, and through your officers' own verdicts on being coached by him. We would rather be evaluated that way than on slides.

Standards inside the library. Breadth alone would be a warehouse; the library is held to coaching standards instead. Every plan is leveled, so an officer is always working at a dose

meant for their current state rather than a generic template's. Sessions carry equipment variants — the same training intent deliverable in a full gym, a station weight room, or a garage — because a plan that requires a facility the officer isn't near is a plan that dies on day three. Movement quality and recovery are programmed, not appended: mobility and downshift work sit inside the week where a coach would put them. And progression is conservative by design — loads and volumes advance in steps an officer can absorb alongside a working life, because the fastest way to lose an officer to a wellness program is to injure him with it in week two.

What the department sees. That officers are training — in aggregate, under the floor, as participation and group trends. The department does not see plans, sessions, loads, or any individual's adherence, and the program is not a fitness-for-duty instrument in any form (see Chapter 19).

The squad is in it too. Everything above describes an officer alone with his coach, and that is not how officers actually train. They train the way they work: next to each other, talking, competing, dragging each other along. So Shield IQ has a social layer, built for the squad room rather than the front office. When an officer finishes a run or a session, he can share it to a feed the officers he chooses can see — the work itself, on the record, the way a time called out across the gym floor used to be. Officers see each other's finished work, acknowledge it, and talk about it. A program officers experience together is a program that survives the week the novelty dies; the feed is where that happens.

Friendly competition. On top of the feed sit challenges: an officer can invite another officer — or a group of them — into a friendly competition over a stretch of days: distance covered, sessions finished, a head-to-head over who holds their plan. There is a leaderboard among the officers taking part. The stakes are the stakes that have always worked in a squad room: bragging rights, and the particular shame of being beaten by the guy from the next shift. Entry is by invitation and acceptance; nobody is entered into anything by the program, and an officer who never opens the social layer loses nothing from the rest of it.

The line, stated for the department. The social layer is officer-to-officer, and it is not a department surface in any form. The department does not see the feed. It does not receive challenge results or leaderboard standings. Nothing an officer posts, wins, or ranks in enters department reporting — reporting stays exactly what Chapter 13 says it is: aggregate, floored, and blind to persons. We draw this line because the moment a friendly competition can be read by command, it stops being friendly and starts being an inspection — and officers, who can tell the difference instantly, will simply leave. What the department gets from the social layer is indirect and real: a program officers experience together — pulling each other in, keeping each other honest inside it. Whether participation holds is what the aggregate reporting in Chapter 13 measures, in month three the same as in week one.

A week in the program

Abstractions aside, this is what the curriculum looks like lived. Take an officer on a midnight rotation — the hardest schedule the program serves, and the one it was designed around.

Before the week starts, the officer's schedule is already in: four tours, one court morning, one known overtime block. Stone has built the week against it. Two real training sessions sit on the days bracketing the rotation, sized to fit the time actually available; a short mobility session fills a gap day; the long run, if the officer is in a running plan, is placed on the first full day off, not stacked against a tour. The sleep plan for the week protects the main sleep block after each tour and treats the court morning as the exception it is — with the adjustment planned rather than improvised at 2 a.m.

During the week, the officer's contact with the program is measured in moments, not sessions at a desk: a morning reveal after the main sleep — how the night compared to the plan; a check-in that takes less time than roll call; the workout of the day, opened when it's time to train; the day's run, started from the phone or the wrist if it's a run day. When a tour

runs long and a session dies, the officer moves it and the coach rebuilds the rest of the week around the change. Nothing is marked failed. Nothing is reported anywhere.

At the week's end, the officer sees their own week whole — sleep, training, check-ins, the money step if this was a money week — and Stone builds the next one. Multiply that by a department and you have the program: not an event, not a campaign, but a weekly coaching rhythm that keeps running underneath the roster. The department's experience of that same week is exactly one thing: it is a sponsor of a program that is running, and in due course it will read the aggregate results. The officers' weeks belong to the officers.

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10. Stone, in Full: What the Coach Can Do

Chapter 9 introduced Stone where he works — inside the training library, building the week. But Stone is not a training feature. He is the center of this program, and a chief deserves the whole inventory in one place: what he can do, how he behaves, and where his lines are. That is this chapter. Hold us to it.

One coach. One name. Every officer.

Stone is the coach built into the app, and he is the same coach for every officer in the program. Not a different product for patrol than for command. An officer opens Shield IQ and Stone is there — in the brief on the home screen, in the conversation one tap away.

He works for the officer he is coaching. That is not a slogan; it is the arrangement everything else in this chapter hangs on. Stone coaches one officer at a time, from that officer's own information, toward that officer's own goals. He is not a channel to the department, not a reporting tool with a friendly voice, and not a way for anyone to check on anyone. A department sponsors the program Stone works in. It does not direct him, task him, or read over his shoulder.

The Officer File: what he works from.

A coach is only as good as his notes. Stone's notes are the officer's file, and the file is the officer's real record: the body and its training, sleep and recovery readings, the food the officer logs, the work schedule — the rotation, the court mornings, the overtime — the money picture the officer keeps in the program. Wearable readings land in the same file. So does what the officer tells Stone — a bad knee, a new baby, mornings are impossible — labeled as something the officer said.

Two rules govern the file, and they do not bend.

The first: **every figure Stone uses is computed by the app from that file.** Sleep debt, training load, a payoff date, what an overtime shift is worth after the withholding stack — the arithmetic is done from the officer's records first, and Stone puts the result into words. He does not round a guess into a fact. If a figure cannot be produced from the file, it does not appear in his coaching, and he says what he would need to know to produce it.

The second: **the file shows its age.** Every fact Stone coaches from carries where it came from and when. A watch that has not synced since Tuesday is not a quiet gap in his knowledge — it is a line he says out loud, because coaching off stale readings without naming them is how a coach loses a room. Missing and stale are named, never papered over.

The Brief: how the day starts.

The officer's home screen opens with Stone's read of the day. A few sentences, written from that morning's file: how the night went against the sleep plan, what today calls for in training or in rest, and — on the days it earns its place — one money line worth hearing before the shift starts. Not a dashboard of scores with a greeting pasted on top. The scores are still there, one tap down, as the evidence under the brief; an officer who wants the why can pull any thread and see the working. And after a bad night, the brief gets shorter — a coach who chirps at an officer coming off a wrecked rotation has misread the room.

The conversation: one thread, kept.

Everything an officer wants to ask Stone lives in one ongoing conversation — not a fresh chat that forgets him between visits. He can ask what a number means, why Thursday's session moved, whether the overtime this weekend is worth it. Inside coaching scope, Stone answers from the file, with the figures shown. Outside it, he says so and points at the right door.

The conversation runs both ways, but Stone spends his questions like they cost something, because they do. **He asks at most two questions a day.** A check-in after a night's sleep — your watch says five and a half hours, right? A question data cannot answer: how the knee felt, whether the money plan still fits the month. Answers are one tap where a tap will do, and they land in his notebook as facts the officer gave him. An officer being interviewed by his own app will stop opening it.

Coaching the four fronts.

Sleep, body, mind, and money each have their chapter in this book. What belongs here is what Stone does across them, because he is the one presence in all four.

For **sleep**, he builds the plan around the rotation the officer actually works — protected windows for the main sleep block, a wind-down that survives a night tour, adjustments planned for court mornings and turnaround days — and rebuilds it when the schedule changes.

For **training**, he builds the week from the library — the 5,250-plus workouts and plans of Chapter 9 — placed on the days training can happen, at the length the day allows, at a dose set by the officer's readiness, recent load, and equipment. He never invents an exercise. Every session he prescribes exists in the library, leveled and checked, because a coach who makes up movements is a coach who gets somebody hurt. When the week blows up, he rebuilds.

For **nutrition**, he works from the food the officer actually logs — nothing else. The numbers come from the app's food data. A meal logged from a photo or described in a

sentence goes in labeled as an estimate, confirmed before it counts, because an estimate wearing the clothes of a fact is the kind of number this program refuses to print.

For **money**, he runs the Climb of Chapter 8: the budget built on the officer's real pay — base separated from overtime, because one of those is guaranteed and the other isn't — and the payoff worked in the Climb's order, at the officer's pace, every date and dollar from the officer's own statements.

And he reads across the four, because the officer lives across them. The sleep debt and the overtime decision are the same decision. The hard training week and the short nights are the same week. One coach with one file can, and saying so — plainly, with both sides priced from the same record — is most of what a coach is for.

He learns the officer.

Stone keeps a notebook: the facts of the file, the plans in force, the limitations and preferences the officer has stated, what Stone has advised and what came of it. The notebook is open. The officer can read every line of it, correct what is wrong, and delete what he does not want kept — a correction replaces the entry; a deletion is gone. Stone cites the notebook when he uses it. *You told me nights wreck your sleep* is a sentence an officer should hear from a coach who remembers being told. A memory the officer cannot inspect is a file being kept on him. This one is kept *for* him, in the open, and the difference is the whole design.

What he does not do is rush to conclusions about a person. Stone's baselines are personal — an officer's sleep measured against his own normal, his readiness against his own range — and a baseline takes time to earn. He makes no personal claim off a night or two of data. The first readings are described, not judged: here is what we don't know yet. Some measures take a week or more of an officer's own nights before Stone will say *this is low for you* — and until then, he doesn't say it. A coach who labels a man on day two is guessing with confidence, and officers can smell it.

Day One: how it starts.

There is no settings marathon. The first days are a handful of short conversations across five days, each a couple of minutes, each skippable, each ending with Stone visibly using what he just learned. The rotation goes in, and that night's sleep call is real. A goal and a limitation go in, in the officer's words, and tomorrow's session already respects both. By the fifth day Stone opens the notebook — correct anything — and the first full Brief runs off a file the officer has seen and fixed.

An officer who skips all of it still gets the app, fully. Stone asks later, under the same discipline, when an answer would change something. Nothing about Day One is collected for the department. It starts from whatever the officer already has — a watch already worn, a schedule already worked, debts already known.

He does the work, not just the talking.

Ask Stone to take you somewhere and he takes you. Any feature in the app is reachable by asking — the free run, the budget, the sleep plan, a specific workout — because an officer with gloves on, or twenty seconds before roll call, shouldn't have to tap through four screens to start the thing he came for. If a feature existed that Stone couldn't reach, we'd count that a defect in Stone.

What he creates lands where it belongs. A workout he builds appears in the officer's training week, in the same layout as one the officer built by hand. A meal he logs lands in the nutrition record. Hours he records — *I worked two hours of overtime tonight* — land in the ledger, with a receipt in the conversation and one-tap undo. Nothing real lives only inside a chat bubble.

Routine chores run the same way: categorizing a transaction, logging a weigh-in, adjusting a day that changed. Recording what the officer himself states takes no approval — it is his statement, and it lands with a receipt and an undo. But when Stone is the one proposing a change — rebuilding a plan beyond a small adjustment, setting or moving a budget,

changing the debt plan — the officer sees it first as one plain card: what changes, before and after, in numbers; why; what it costs on both sides; how it comes undone. Approve, edit it in his own words, or decline. Silence is never a yes. A decline is final, logged without argument, and Stone doesn't bring it back unless the facts change.

His character, stated plain.

Stone does not flatter. He does not tell an officer what the officer wants to hear when the file says otherwise. When the record says an officer is running on empty — nights stacked short, load climbing, readiness in the bottom of his own range — Stone says *don't train today*, as flatly as he says *train*. He will be briefly unwelcome rather than agreeably wrong. Every coach worth keeping has had that moment with every athlete he ever coached.

He also doesn't nag. A declined proposal stays declined. A brutal week gets a coach who shortens his sentences and lowers the ask, not one who reads out a streak the officer broke. The firmness is on the commitments the officer chose. The gentleness is on the life that keeps interrupting them. Getting those two the right way around is most of coaching.

The lines he does not cross.

Stone's scope is coaching: fitness, recovery, sleep, and money planning. Inside it he is thorough. Outside it, he does not improvise.

He does not diagnose anything, and he does not treat anything. A symptom is never interpreted, a pain is never cleared, and a warning sign — the kind a clinician should see — ends the coaching on that topic and routes the officer to a human, fast. He gives no investment picks; the money work is planning arithmetic on the officer's own numbers. He gives no tax advice. He does not step one inch toward fitness-for-duty. Chiefs should want this list in writing, because a coach who will wander anywhere will eventually wander somewhere that costs somebody something. Stone's lane is marked, and he stays in it.

When an officer is in distress.

If an officer's words — or the pattern in front of Stone — point past hard times into real distress, coaching pauses. Not scales back. Pauses. Stone offers one steady line and the real doors: peer support, the department's EAP, a chaplain, and the national lines — 988, Safe Call Now, COPLINE — with the full list in Chapter 15. He does not attempt counseling. He puts a human being one tap away and steps back.

And he never alerts the department. Not a flag, not a notification, not a wellness check request — nothing about an individual officer's state leaves his file through Stone, in any form, ever. An officer who believes his worst moment might be reported is an officer who will never let the program see a hard moment at all. Stone's silence toward the department is not an oversight in the design. It is the design, purchased on purpose.

How he reaches out.

Stone can message the officer outside the app. Sparingly, under a hard cap: **at most two messages a day.** Every one is a coaching point with a real number in it — a sleep figure, a pace line on the money plan, today's call — never a marketing line, never a bare *we miss you*. The officer's sleep window is absolutely silent: messages queue until he is awake, because a coach who wakes a night-shift officer at noon with a hydration tip deserves what he gets. And the officer holds the dial: he can lower the cap, or turn Stone's messages off entirely. Attention is the scarcest thing an officer has, and a coach who spends it carelessly gets muted — permanently, and rightly.

The family member's Stone.

Under Department Pro (Chapter 18), an officer designates one family member who gets a full account of their own — and with it, their own Stone, coaching them from their own file, under every rule in this chapter. Officer and family member can run the money work as a household. Family accounts never enter department reporting in any form — not a count sliced thin, not a subtotal, nothing. Chapter 13's wall stands around the family exactly as it stands around the officer.

What your department sees of Stone.

Nothing individual. Not a brief, not a conversation, not a line from a notebook, not a plan Stone built or a warning he gave. There is no department view of Stone's coaching because there is no department business inside it. What the department receives is the aggregate reporting of Chapter 13 — group figures under the 11-officer floor, banded during a pilot, money and family excluded entirely — and an officer can open, inside his own app, the very view his department gets, his name and his data nowhere on it. Chapter 13 is the doctrine, it is short, and it governs everything Stone does. Read it as the second half of this chapter.

Here's the thing a chief should weigh. Every department already has people telling officers what to do. What it has never been able to give them is a coach who knows the whole file — the rotation, the sleep, the training, the money — who is there at 3 a.m. and at the kitchen table, who tells the truth when the truth is *rest*, whose memory the officer owns, and who will never carry one word of it back to the building. That is Stone. He is the program.

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11. Running, the Watch, and the Proof Discipline

Running in Shield IQ. Running is a full discipline inside the Body pillar: structured plans for the officer building from the couch to a first continuous run, the officer chasing a test time, and the officer training for distance. Plans progress the way sound run coaching progresses — easy work easy, quality work placed deliberately, long work built gradually.

The watch companion. Officers run with the watches they already own. Shield IQ pairs with the phone in the officer's pocket and the companion on the wrist: the watch companion can start and measure a run from the wrist while the phone mirrors it and saves the record, and workouts from the major watch and fitness platforms flow into Shield IQ, so a run

recorded anywhere counts in the officer's plan. Chapter 19 addresses the "every watch" question directly.

The proof discipline — read this part twice, because it is where our honesty is checkable. GPS distance is the number every running app lives or dies on, because officers check it against their own watches and measured courses, and one run that reads short can cost a program its credibility permanently. We therefore make no accuracy claims in this book — none, and no comparisons to any watch brand. What we describe instead is our standard:

- Distance is computed by one rule, applied the same way on every platform, and the saved record is the number the rule produces — never dressed up after the fact.
- Before any build is offered to a department as proof, it is field-tested against independently measured ground truth: measured courses with known, verified distances and wheel-measured routes, with defined pass bands set in advance — median error at or below one percent on baseline routes, no baseline run outside three percent, and a stationary phone adding essentially nothing.
- A proof that fails is a failed proof. The run becomes the next fix's reproduction case; it is not re-tested until the fix lands, and it is not explained away.
- When a department asks "how accurate is it," our answer is the proof record for the current build — what was measured, on what courses, with what result — or, if the proof is not complete for that build, a plain statement that it is not complete yet.

We would rather lose a sale on an unfinished proof than win one on an inflated claim. Officers verify. Chiefs hear about it. The discipline is the marketing.

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12. Readiness: One Number, Shown Carefully

Officers see their own picture in full: their sleep, their training, their check-ins, and a personal readiness view that helps them judge their own day. That picture belongs to the officer.

The department's view is deliberately much narrower, and it is one of the most carefully ruled parts of the product:

- The department sees readiness only as **one rounded aggregate number** for the group.
- It is shown only when at least **11 verified officers contributed** to it.
- During a pilot, readiness is shown as a **band**, not a point figure — an honest representation of a small group's range.
- There is no individual readiness score available to the department, no list sorted by score, no threshold alert, and no readiness data attached to any name, shift small enough to identify anyone, or fitness-for-duty process.

Why rounded, and why a band in a pilot. A rounded number is an honest number at group scale: it tells a chief the direction and rough altitude of the group's readiness without pretending to a precision the underlying self-reported data can't carry. A band in a pilot goes one step further — with a small group over thirty days, a band says *this is the neighborhood the group is in,* which is all a month of data can truthfully support. We would rather hand a chief a band that means something than a decimal that means nothing. Departments evaluating any wellness vendor should ask what its numbers are made of and whether the presentation matches the evidence. Ours is designed so the presentation can never outrun the evidence.

This restraint is not a missing feature. Readiness data about identified officers would be the single fastest way to make officers stop checking in honestly — and an officer who games their check-ins produces numbers worth less than none. The aggregate exists so a

department can see the direction of its people's readiness across a season. The individual number stays with the individual, because that is the only arrangement under which the number means anything.

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13. The Privacy Doctrine

This chapter is the foundation of the product, and it is written as a commitment, not a feature list. These rules do not bend for any customer, any contract, or any amount of money. If a future request conflicts with them, the request loses.

The word is "confidential." Confidential is a promise a connected service can honestly make, to the exact degree its definition states — and officers deserve the honest word, with the exact definition. Confidential means: an officer's individual information is held by Shield IQ, is never reported to the department, never sold, never used for advertising, and is disclosed to the department in no form that can identify the officer.

Here is the machinery that makes that true:

1. Aggregate-only reporting. The department receives group totals and group trends. It never receives a person's data — no names attached to entries, no individual records, no lists of who did what. Command sees the program. It does not see a person.

2. The 11-officer floor. No group number is produced unless at least 11 verified officers contributed to it. Below 11, the number does not exist — it is not rounded, estimated, or shown with a caveat. This floor is what prevents "group" data from being one small step from a named officer.

3. Enrollment is the exception — and it is delayed. During a pilot, there is no exception: enrollment counts stay hidden entirely, because a pilot is judged on participation, reported in bands (Chapters 16 and 17), and a visible count in a small pilot group is a roster by another name. For a department that is paying, the exception applies: it may always see

exactly how many of its officers are enrolled. That is stewardship of public money, and we do not hide it. The count is exact but delayed rather than live, so that enrollment reporting can never be used to watch sign-ups happen in real time or pressure a holdout by name-by-elimination.

4. No small-group slicing. For departments under 30 officers, there are no breakdowns by shift, unit, or assignment — small cuts identify people even when names are stripped. Larger departments receive breakdowns only where the underlying groups are large enough that the same protection holds.

5. Readiness is one rounded number. As detailed in Chapter 12: one rounded aggregate, only at 11 or more contributors, shown as a band during a pilot.

6. Money is never reported. Budgeting, overtime, debt, and pension tool use is invisible to the department in every form.

7. Crisis contact is never logged. A tap on a help line leaves no record with us. There is nothing to report because there is nothing recorded.

8. No data sales, no advertising use, ever. Officer information is not a revenue stream. We do not sell it, share it for marketing, or run ads against officers.

9. Bank connections are read-only and officer-controlled. Where an officer chooses to connect accounts, the connection is read-only, handled through established banking-connection services. We never see or store bank login credentials. The officer can disconnect and delete at any time.

10. Voluntary, visibly. Participation is the officer's choice. In a paid program, the department can see how many chose it — its exact enrollment count, delayed (rule 3). During a pilot it sees participation in bands and no count at all. In every phase, it cannot see who didn't choose it, and the product gives it no tool to find out.

A skeptic's fair question: *policies change; what stops you from changing these?* Two things. First, these rules are architecture, not settings: the department-facing system is built to produce aggregates under the floor, and individual-level department reporting is not a switch we can flip for a price. Second, our written terms carry these commitments, including a 60-day advance notice of any change to the privacy terms — a department that doesn't like a change has time to leave before it takes effect. The doctrine is the product. A version of Shield IQ without it would not be Shield IQ, and it would not work anyway, because officers would stop using it the week they stopped believing it.

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14. Security and Data Handling

A chief handing a vendor a roster-adjacent system owes his officers straight answers about how their information is handled. Ours, kept conservative on purpose:

What we hold. The account information an officer provides, the entries the officer makes in the program (schedule, training, sleep, check-ins, financial planning entries where the officer chooses to make them), and the program records needed to operate the service. We hold what the product needs and nothing the product doesn't.

How it is protected. Connections between officers' devices and our service are encrypted in transit. Data is stored with our hosting providers under access controls that limit which systems and which personnel can reach it, and operational access is limited to what maintaining the service requires. We do not claim certifications we do not hold: this book names no compliance badges, and a department evaluating us should ask for our current security questionnaire responses — we maintain a pre-answered security questionnaire for exactly that purpose, and we would rather answer a hard questionnaire honestly than print a reassuring logo.

Third parties. The service relies on a defined set of providers (hosting, wearable connections, banking connections, communications). That list is maintained in writing in

our data-handling documentation provided to departments, and the department-facing terms name the categories of data each provider touches. Wearable and banking connections happen only when an officer initiates them.

If something goes wrong. Our data processing terms commit us to notify a department within 72 hours of confirming a security incident affecting its data — a clock written into the agreement, not a courtesy.

Deletion follows a defined window: when a department's agreement ends or an officer's data is to be removed, deletion is completed within 30 days, and the department can require confirmation.

The questions your IT and records staff will ask. They are predictable, and they deserve answers in this book rather than in a sales meeting. *Where does the data live?* With our hosting providers, under the arrangements described above and itemized in the data processing terms a department receives before signing. *Do you train anything on our officers' data or use it for any other product?* No — officer data is used to operate this program for those officers, and for nothing else; it is not sold, not shared for marketing, and not an input to anyone else's service. *Can officers get their own data out or deleted?* Yes — the officer's relationship with their own information does not depend on the department's contract, and deletion follows the window described above. *What do you need from our network or devices?* Nothing: officers use their own phones or department-issued phones as they would any app, and there is no department-side installation, integration, or feed. *Who do we call?* The agreement names the channel. A department's technical review should be boring. We have worked to keep it that way.

What we ask of the department. Very little, by design: a department does not send us personnel files, discipline records, medical information, or fitness-for-duty material, and the product has no intake for them. The less a department gives us, the less exists to protect — that asymmetry is intentional.

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15. When an Officer Needs Help Now

Shield IQ is not a crisis service, and we say so plainly everywhere it matters: *"Shield IQ is not monitored and is not a crisis service. If you reach out, these organizations answer — not us."*

What the program does is shorten the distance. Every officer in the app is one tap from a verified set of resources, at any hour, without searching, without a binder, and — per the doctrine in Chapter 13 — without that tap being logged by us in any way.

The national lines we publish are law-enforcement-appropriate and verified:

- **911** — for emergencies.
- **988** — Suicide and Crisis Lifeline.
- **Safe Call Now — 1-206-459-3020** — a confidential line staffed for first responders.
- **COPLINE — 1-800-267-5463** — answered by retired officers.
- **Crisis Text Line — text BADGE to 741741.**
- **Veterans Crisis Line — 988, then press 1.**
- **SAMHSA — 1-800-662-4357.**

State-level lines are published only when verified against an official source, because a wrong number on the worst night of an officer's life is worse than no number. Department-specific resources — your peer support team, your EAP, your chaplain — can be listed inside the program by your department, labeled as listed by the department; Shield IQ does not vet providers.

Why one tap, and why the no-logging rule, are the whole design. In a genuine crisis, a person does not comparison-shop for a phone number. They reach for what is nearest, or they reach for nothing. Departments already know this — it is why peer supporters hand out their personal numbers. The GET HELP door exists to make the distance zero: one tap from anywhere in the program, no search, no menu-diving, no moment in which an officer

has to compose themselves enough to navigate. And the tap leaves no trace with us — not because we are being generous, but because the research of common sense says officers in proud professions decline recorded help, and a help door that reports its own use would be opened less in exactly the cases that matter most. A chief will never receive a report on this door's use. That blindness is purchased deliberately, and we ask chiefs to defend it alongside us when the question comes — as it should — from their own command staff.

For a chief, the value here is simple and somber: the help your department already believes in becomes reachable in the moment it is needed, by an officer who will never have to wonder whether reaching for it left a trace. That last part is not a nicety. Officers decline help they believe is recorded. Ours isn't.

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16. The 30-Day Pilot

Everything in this book can be read in an afternoon. The pilot exists so a department doesn't have to take any of it on faith.

The offer. Thirty days. Up to 25 officers. Free. One short written pilot agreement, no purchase, and no obligation to continue — and no sales process standing between the department and the answer. The department sponsors the pilot; Shield IQ runs the coaching; the officers decide whether it's worth anything, by using it or not.

How enrollment works. We keep it deliberately beneath the threshold of a project. The department receives its enrollment link and station code, and the launch is a roll-call moment, not an IT ticket: a code officers can scan, a sign-up that takes minutes, and officers building their first week the same day. Enrollment is the department's to announce and encourage — chiefs and supervisors can champion it openly, the way they'd champion any program they sponsor. What the department cannot do, and the product will not help it do, is turn enrollment into a roster check. During a pilot, the department sees no enrollment count at all — pilot counts stay hidden (Chapter 13), so no one can watch sign-ups come in

and reason backward to a holdout. In a paid program, the department sees its exact count of enrolled officers, delayed rather than live. In no phase does the department ever see a list of names matched against the roster.

The thirty days, in shape. In the first days, officers settle in — schedule entered, starting points set, first week built. Through the middle weeks, the curriculum runs its rhythm: weeks planned and lived, training blocks underway, sleep plans meeting real rotations, check-ins becoming habit. By the final week, the question the pilot was designed to answer has an honest answer forming: did officers take the program up, and did they stay with it once the novelty wore off? A mid-pilot aggregate read at day 14 keeps the department oriented; the full account arrives in the day-30 report (Chapter 17).

Success criteria — participation, stated in advance. The pilot is judged on participation, because participation is what a 30-day pilot can truthfully measure and because it is the leading question for everything else: whether officers took the program up, and whether that activity held across the month rather than spiking at launch. Those results are reported in bands under the reporting floor (Chapters 13 and 17); a pilot produces no exact enrollment count for anyone. We set this out in writing before the pilot starts, including the honest arithmetic of the reporting floor: a department's day-30 report shows group numbers only where at least 11 verified officers contributed, so department size shapes what a 30-day report can show — a fact we will walk through with any chief before day one, not after day thirty. What the pilot does not claim to measure in 30 days is outcomes. Anyone who promises a department measurable wellness outcomes in a month is selling something. We are selling a program officers actually use; use comes first, and it is provable.

Choosing the pilot group. The pilot takes up to 25 officers, and the chief's only real decision is who gets the invitation. Our counsel, from the structure of the thing: draw volunteers from across the department — shifts, assignments, ages, and fitness levels — rather than stacking it with the fittest or the most enthusiastic. A pilot group that looks like the department produces a report that means something about the department. Include

respected officers whose honest verdict others will trust; the program spreads cop-to-cop or it doesn't spread. And keep the invitation an invitation. The day-30 participation numbers are evidence only because nobody was ordered into them. Command staff may enroll themselves — and if they do, it says more than any announcement — under the same privacy rules as every other officer.

What the pilot costs the department. Thirty days of a chief's sponsorship: one announcement, a command staff willing to say out loud that the program matters, and a room at day 30 to read a short report. No procurement process to pilot. No data to hand over. No exit penalty for deciding it isn't for you.

The chief's part during the pilot. A pilot succeeds or fails on participation, and participation has a sponsor-shaped component. In our judgment — offered as a sponsor's playbook, not a requirement — a department that wants an honest pilot does four things. They announce it from the top, once, plainly: the department is sponsoring a wellness program, it is voluntary, and its privacy rules are in writing for anyone to read. They let supervisors echo it without tracking it — encouragement is a culture act; the moment it becomes a checklist it becomes the thing officers resist. They do not ask us, mid-pilot, how it's going by name or by shift — the day-14 aggregate read exists precisely so the department is never flying blind, and never tempted. And they schedule the day-30 reading before the pilot starts, so the report lands in a room that was expecting it. None of this costs money. All of it costs exactly what sponsorship is supposed to cost: the chief's visible belief that the program matters.

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17. The Day-30 Report

The day-30 report is the document the pilot exists to produce. It is written for the meeting after the pilot: chief, command staff, and — when the chief chooses — the city manager. It

is print-styled and self-explanatory, designed to be handed across a table without a vendor in the room narrating it.

What it contains.

- **Enrollment.** None — in this report or any report. Enrollment counts are omitted from reports in every phase: during a pilot they stay hidden entirely (Chapter 13), and a sponsoring department sees its exact, delayed count through the program itself, never in a document that can be re-read months later and turned into a roster clue. What every report carries is participation, in bands.
- **Participation.** Whether officers became active in the program and whether that activity held across the thirty days, launch to close — the pilot's core question, answered in bands under the reporting floor, not in exact counts and not in adjectives.
- **Group trends.** Where the reporting floor is met — at least 11 verified contributors — the report shows group-level trends: the group's engagement with training and sleep plans across the period. Mind entries are never reported in any form (Chapter 7) — not in this report, not in any report — and no check-in data of any kind appears here.
- **Readiness, as a band.** During a pilot, the group's readiness is shown as a band (Chapter 12), only where the floor is met.
- **What cannot be shown, stated.** Where the floor is not met, the report says so, in those words, rather than printing a thin number with a footnote. A report that admits its limits can be trusted about the rest.

What it never contains. A name. A list. A shift or unit cut small enough to identify anyone. Anything from the Money pillar. Anything from an individual officer's check-ins, sleep, training, or runs. The report a chief receives could be published on the department's bulletin board without exposing a single officer — and we suggest reading it with exactly that test in mind.

After day 30. For a department that continues into sponsorship, reporting settles into a standing rhythm rather than a single event: periodic aggregate reports on the same rules — participation in bands, group trends across the pillars, readiness as one rounded number — so the department can watch its program across seasons rather than snapshots: through a hard summer schedule, through the holidays, across a year. A single report says officers came. A year of them says the program is part of the department's furniture — which, for a wellness program, is the actual destination.

How to read it. The report answers the only questions a 30-day pilot can honestly answer: Did officers come? Did they stay? Is the group engaging with the program's coaching — training taken up, sleep plans in use? If the answers are yes, the department has the evidence it needs to decide on sponsorship with open eyes. If the answers are no, the department has spent nothing but attention, and it knows something true. Either way, the numbers in it are numbers we can stand behind in the room — because every one of them was produced under rules the officers knew about in advance.

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18. Pricing and Procurement

Simple pricing, published in this book because a chief should not need a sales call to learn what a program costs.

Department — $9.99 per officer, per month, billed annually. The program for the department's officers: the full curriculum across the four pillars, Stone the coach, structured running plans, and the department's aggregate reporting under the doctrine in Chapter 13.

Department Pro — $19.99 per officer, per month, billed annually. Everything in Department, plus the provision this book would argue for on its own merits: **family coverage**. Each officer designates one family member — eighteen or older, the officer's choice — who receives a full individual account of their own, with the same Stone coaching, as part of the department's program. Officer and family member can also run the

Money pillar as a household, seeing the budget and the debt plan together, in a view that belongs to the household alone. The reasoning is Chapter 1's, stated once more because departments get this wrong in both directions: departments don't lose officers to other departments; they lose them at the kitchen table — to the accumulated weight of missed dinners, inverted sleep, and money stress a spouse has been carrying alone. Pro is the tier that coaches the household, not just the officer, and its rate is locked for three years so a department can plan on it. Two boundaries hold absolutely: the family member's data is theirs, never the department's, and no family information of any kind enters department reporting — the doctrine in Chapter 13 does not bend for the higher tier, at any price.

Departments of 200 or more officers — negotiated. Custom flat annual pricing for large agencies, structured with the department's procurement process.

No minimum agency size. A 12-officer department can sponsor this program on the same terms as a 200-officer one. Small departments are most of American policing, and they are priced in from the start rather than accommodated as an exception. (One honest interaction with size, covered in Chapters 13 and 16: the reporting floor means a small department's group reporting is necessarily coarser. We will show any chief that arithmetic before a pilot, not after.)

Individual officers. Officers whose departments don't sponsor the program yet can join individually at $14.99 per month — the first month is free. A department program can also begin exactly this way: a few officers using it on their own, then carrying it to the chief. We consider that a feature of the profession, not a channel conflict.

On grants. Departments periodically ask whether wellness funding can support a program like this. Our written position is the only one we will give: Shield IQ *"may be eligible as one component of a broader program"* under federal law-enforcement mental health and wellness grant programs. We do not promise eligibility we cannot grant, and we advise any department to confirm with the awarding agency. A department that wins wellness funding

deserves a vendor whose paperwork is as straight as its pitch — our data processing terms, security questionnaire, and program documentation are maintained for exactly that scrutiny.

The arithmetic, for the budget book. At the Department tier, sponsorship costs $119.88 per officer per year; at Department Pro, $239.88 — the price of the program stated the way a budget line wants it, annually and per officer, with no seat fees, no platform charges, and no per-report costs on top. A city manager weighing the line is entitled to ask what it displaces or what it returns; our answer stays the one given in Chapter 19 — we do not attach projected savings to it. What can be said plainly is what the line buys: a structured, coached wellness program for every sponsored officer, a reporting discipline the department can defend, and a vendor whose commitments are in the contract. Departments routinely fund equipment whose entire value is readiness for the worst day. This line funds a standing coaching program for the people who have to be ready on that day.

What procurement receives. A defined package: the department agreement, data processing terms carrying the privacy doctrine and the 72-hour incident-notification and 30-day deletion commitments, our pre-answered security questionnaire, a current subprocessor list, and a W-9 from Shield IQ LLC, an Illinois company.

The pilot requires none of it. Sponsorship requires all of it, and it is ready to be read before anyone signs.

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19. Hard Questions, Answered Straight

These are the questions we expect from a chief who is doing the job right. They are answered the way we would answer them across the table, with the limits included.

1. "Isn't this surveillance with a friendly face?" No — and the difference is structural, not tonal. A surveillance tool exists to report on individuals to the organization. This program is built so that it cannot: the department-facing side produces group aggregates under an 11-officer floor, contains no individual records to display, and keeps entire pillars

— money, crisis contact — completely unreported. We invite the test: ask us, at any point in a pilot, to show you what one named officer did this week. The honest answer is that we have nothing to show you. A vendor who *won't* show you individual data can change his mind. We built a system that *can't*, and then wrote the rules into the department's terms.

2. "What will our union say?" Unions object, reasonably, to three things: monitoring, data that can be used in discipline, and programs made mandatory in practice. This program is designed against all three — aggregate-only reporting; no individual record ever reaches the department, so there is nothing individual to discipline with; and visibly voluntary participation where the department cannot even identify non-participants. We recommend the union see this book — it is written to be handed to a union president, and the privacy chapter is the chapter to read together. Departments that brief the union before launch, with the doctrine in writing, start from a position no vendor pitch can give them: the protections are contractual, not promised.

3. "What if only a handful of officers sign up?" Then the pilot has told you something true at no cost. Low enrollment is information — about appetite, about trust, about timing — and the day-30 report will say so plainly, in the banded form every pilot number takes (Chapters 13 and 17), rather than dressing it up. Two structural notes: the reporting floor means a small group produces coarser group reporting, which we disclose in advance; and a voluntary program spreads the way things spread in this profession, officer to officer, once a few respected officers are visibly using it — which is why individual memberships exist alongside department sponsorship. What we won't do is help a department pressure its way to a number. A coerced enrollment count is a vanity metric, and the program's value lives in voluntary use.

4. "What happens if there's a data breach?" The honest answer has three parts. First, prevention and handling are described in Chapter 14, conservatively and without borrowed certifications. Second, our terms commit us in writing: the department is notified within 72 hours of a confirmed incident affecting its data. Third, the architecture limits the blast

radius of any incident — the department-facing system holds aggregates, and what a department never sends us (personnel files, discipline, medical material) can never be exposed by us. We would rather a chief weigh those facts than accept the word "secure" from any vendor, including us.

5. "Can't officers just game their check-ins?" They could — and it wouldn't buy them anything, which is precisely the design. Check-ins earn an officer nothing from the department: no credit, no standing, no record anyone above them can see. The only person a dishonest check-in misleads is the officer, about themselves, in a tool they chose to open. Gaming flourishes where data is extracted for someone else's judgment. Remove the audience and the incentive goes with it. This is another reason the doctrine in Chapter 13 is not negotiable: the moment check-ins fed anything the department could act on, the honest data a chief sees in aggregate would quietly become theater.

6. "How do I justify the cost to my city manager without an ROI promise?" By not making one — and we will not make one for you. We do not claim this program will return a calculable saving, reduce a specific cost line, or pay for itself in any figure we would sign our name to, because no honest vendor can know that about your department in advance. The justification that survives a budget meeting is different in kind: the per-officer price is published in this book; the pilot is free; and the decision after the pilot rests on your own officers' measured participation, in a report you can hand the manager yourself. You are not being asked to fund a promise. You are being asked to sponsor a program at a known price after seeing whether your people use it. That is a defensible purchase in any budget climate, including a hard one.

7. "Can this data be subpoenaed, or used in discipline or fitness-for-duty?"

We are a vendor, not a court, and Chapter 14's advice stands: confirm specifics with your own counsel. What we can state is what exists. The department receives aggregates; there is no individual department record to demand. Shield IQ does not produce fitness-for-duty material, readiness determinations about individuals, or anything designed to be entered

into a personnel process — the product has no such output. An officer's own account is the officer's. And the program's terms prohibit the use of Shield IQ reporting in individual discipline, because the reporting cannot support it: no number we give a department describes a person.

8. "We're a small department. Does the floor mean we get nothing?" You get the full program for your officers — the curriculum is identical at every size. What size changes is reporting granularity: at 15 sworn, an 11-officer floor means your group numbers represent nearly your whole department, and some trend cuts simply will not be produced. We will show you, before a pilot, exactly which parts of a day-30 report your department's size can and cannot fill. But it is a real trade, and it is yours to make with the arithmetic on the table.

9. "What happens to our officers' data if we cancel?" The department's aggregate reports are the department's. Officer accounts belong to officers; an officer who joined under department sponsorship and wishes to continue individually can do so, because the program's relationship is with the officer. Department data held under the agreement is deleted within the 30-day window the terms specify, with confirmation available on request. Nobody's wellness history becomes a hostage in a contract dispute. A vendor confident in its program does not need leverage to keep a department.

10. "My officers already have watches and fitness apps. Why this?" Because a watch measures and a program coaches. Your officers' devices already flow into Shield IQ — workouts from the major watch and fitness platforms count in an officer's plan, and our own watch companion runs sessions from the wrist. What no device gives them is the integrated whole: sleep, training, money, and mind coached as one program around their shift, under a privacy doctrine their department has committed to in writing. We are not asking officers to replace the watch on their wrist. We are the layer that makes what it records part of a plan.

11. "Is this a medical or mental-health service? What if an officer in crisis relies on it?" No. Shield IQ is a wellness and coaching program; it does not diagnose, treat, or

provide clinical care, and it says so in the product. The crisis design is deliberately conservative: the app states plainly that it is not monitored and is not a crisis service, and its role in a crisis is to put a verified, human-answered line one tap away — Safe Call Now, COPLINE, 988, and the rest of Chapter 15 — without logging the tap. If your department's counsel or clinician advisors want to review the resource list and language, we welcome it.

12. "What do you need from my department to run this?" A sponsor's voice and almost nothing else. No data feeds, no personnel records, no IT project, no integration with your systems. Enrollment is a code at roll call. Optionally, your peer team, EAP, and chaplain contacts to list inside the program, labeled as yours. The department's real contribution is the one only a chief can make: saying, out loud, that the department sponsors this because it wants its officers well — and then letting the program, and the privacy that protects it, do the work.

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20. How to Start

Shield IQ is a legitimate, structured officer wellness program, and Shield is the coach. Your department's role — sponsor — is the simplest one in this book to perform:

1. **Read the privacy chapter with your command staff.** Chapter 13 is the commitment everything else stands on. If it works for you in writing, the rest of this book is details.
2. **Start the pilot.** Thirty days, up to 25 officers, free. One announcement at roll call, one enrollment code, and the program is in your officers' hands the same day.
3. **Read your day-30 report.** Participation and group trends, under rules your officers knew from day one — evidence, in a form you can hand to your city manager without a vendor beside you.

4. **Decide.** Sponsor the program at published pricing, with the full paper package — agreement, data processing terms, security questionnaire — read before you sign. Or don't, and owe nothing.

That is the whole path. No department will be asked to take Shield IQ on faith — yours won't be either. The pilot comes first, and the evidence comes before any invoice.

The profession asks officers to be ready for the worst day of someone else's life, on any shift, in any year of a thirty-year career. Readiness like that is not an accident, and it is not sustained by posters. It is built — in sleep defended against a hard rotation, in training that survives the schedule, in money that stops shouting, in support that is near before it is needed. That building is coaching. It is the work this program exists to do, for your officers, with your department standing behind them in the only way that works: sponsoring the program, seeing its results, and never standing over the people it serves.

Built by a cop, for cops.

A Note to the City Manager

This book is written to chiefs, but it is designed to be handed one desk further — to yours. Three things a city manager is entitled to know, without reading the other forty-nine pages:

The commitment is narrow and in writing. The department sponsors a wellness program. Its officers are coached privately. The city receives aggregate results under an 11-officer reporting floor, and no individual data about any employee exists in what the vendor returns. The privacy terms include a 60-day change-notice, a 72-hour incident-notification commitment, and a 30-day deletion window.

The cost is published and the trial is free. $9.99 or $19.99 per officer per month, billed annually; no minimum agency size; a 30-day pilot for up to 25 officers at no charge, judged on participation criteria written down in advance. No outcome or savings claims are

attached to the purchase — by us, deliberately. The post-pilot decision rests on the department's own report.

The liability picture is deliberately narrow. The vendor holds no personnel, discipline, or medical records; the product is a coaching program, not a clinical or fitness-for-duty service; and the crisis resources it carries are established national lines, presented with an explicit statement that the service is not a crisis service. The full paper package — agreement, data processing terms, security questionnaire, subprocessor list — is available for your review before anything is signed.

— Shield IQ LLC · Illinois *Start the conversation: shieldiqwellness.com/departments*

Appendix A — The Program on One Page

- **What it is:** A structured officer wellness program. Shield IQ is the coach; the department sponsors the program and sees aggregate results. The department is never the coach and never the monitor.
- **The curriculum:** Four pillars — Sleep, Body, Mind, Money — sequenced and progressed by Stone, the coach, around each officer's actual schedule.
- **The training library:** More than 5,250 workouts and plans, plus structured running plans and a watch companion.
- **The privacy doctrine:** Confidential — the word defined exactly in Chapter 13. Aggregate-only reporting. An 11-officer floor under every group number. Exact enrollment visible to a paying department, delayed — and hidden entirely during a pilot. No small-group slicing under 30 officers. Readiness as one rounded aggregate number. Money never reported. Crisis taps never logged. No data sales, ever.
- **The pilot:** 30 days, up to 25 officers, free. Judged on participation, stated in advance.
- **The report:** Participation in bands, group trends, readiness as a band — and a plain statement wherever the floor prevents a number. Reports never carry enrollment.

- **The price:** $9.99 per officer per month (Department) or $19.99 (Department Pro — adds a designated family member's own full account), billed annually. No minimum agency size. Departments of 200+ negotiated. Individual officers: $14.99 per month.

Appendix B — Words We Use Precisely

- **Confidential.** An officer's individual information is held by Shield IQ and never reported to the department in any identifiable form. We use this word because it is the honest one — and because it can be defined exactly.
- **Aggregate.** A number that describes a group, produced only from the contributions of at least 11 verified officers.
- **Verified contributor.** An enrolled officer whose participation in the program during the period is confirmed — the unit the reporting floor counts.
- **Sponsor.** The department's role: it provides and funds the program, encourages it openly, and reads its aggregate results.
- **Coach.** Stone — Shield IQ's coach: building and progressing each officer's plan across the four pillars, privately, around the officer's schedule.
- **Pilot.** A 30-day, no-cost trial for up to 25 officers, judged on participation criteria stated in writing before it begins.

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